

**Proposed Opening Remarks  
For  
The Honorable Michael L. Dominquez**

Good morning. I am honored to be here today representing Dr. David Chu, the Under Secretary of Defense (Personnel and Readiness). Dr. Chu was unable to be with us this morning, but he wanted me to send his best wishes for a successful conference as well as his appreciation for the extraordinary work that you do in support of our warfighters and the mission of the Department. If he were here, he would tell you that our Department of Defense senior civilian leaders are more important than ever. Along with Flag Officers and political leaders, our senior civilian executives are a key part of the executive leadership team that must develop and execute the Department's strategy for the defense of this Nation.

The terrorist attacks of September 11 were a pivotal event for our Nation, and they imparted a powerful sense of urgency to the Department's transformation. Much has been accomplished since

that tragic day in our history, but we all acknowledge that we have many challenges before us. Paul Light, a professor at New York University's Wagner School of Public Service, and the Director for the Center for Public Service at the Brookings Institution, discusses one of these challenges, the criticality of rebuilding the pipeline of talented leaders. In an issue paper, titled "Rebuilding the Supply Chain of Foreign Affairs Leaders," he talks about building talent in the foreign affairs community; however, he easily could have made these same observations about senior leaders in the Department. His point is that because QUOTE "the United States is fighting the war on terrorism on many fronts, at home and abroad, on the battlefield and at the negotiating table, and through a dense thicket of public, private, intergovernmental, and nongovernmental partnerships, we must have leaders who bring talent, creativity, judgment, and courage to the task...." END QUOTE

Ensuring the right top talent in senior leadership is a universal theme. To this end, we in the DoD are currently

examining whether and how to improve identification, development, assignment, and management of the senior executive service. We are considering adopting a leadership development and management framework that would be purposeful, focused, and experiential; an executive management framework modeled on those employed in the private sector and in military flag officer management. The Defense Business Board has taken up this challenge and plans to deliver its findings and recommendations later this month. Dr. Chu, his Deputy for Civilian Personnel Policy, Ms. Pat Bradshaw, the Joint Staff J-1, RADM Donna Crisp, and I are heading up the Department's own examination of this challenge. These two efforts should allow us to establish a solid policy foundation for any changes we need to make, and should further provide the compelling content of the report we owe the Congress early next year.

And, that brings me to today's challenge. In two rounds of focus group sessions, you will be asked to share your opinions about the direction we should take regarding:

- Improved integration of the senior executive leadership into the Department's executive team,
- Deliberate development of the SES corps to prepare for and serve the broader mandate.
- Selection of those we invite to be part of our executive leadership team.
- Strengthening the senior executive service corps

The day begins here in this auditorium, where we will provide you a shared context for the work you will do later. After those stage-setting presentations, you will be divided into small groups, each group meeting in a separate room, where a facilitator will lead you through a discussion of a series of provocative questions prepared for this conference. We'll break for lunch. Sandwich & salad lines will be set up in the hallways outside the classrooms. Pick up a lunch, then mix and mingle as you like into any of the rooms. After lunch, you will reconvene into groups organized around your

DoD Component to consider the morning's questions again from an organizational perspective. At the end of the day, we will reconvene here in this room where the facilitators from the morning's mixed group sessions will share the major themes you will have developed. Then, I'll share with you our next steps.

To help us set the context for our discussion, we are privileged to have The Honorable Gordon England, our nation's 29<sup>th</sup> Deputy Secretary of Defense, join us this morning. His presence underscores the importance of this endeavor, and the importance our most senior political leaders place on our cadre of career civilian executives. Secretary England was appointed as the Deputy Secretary of Defense by President Bush on January 4, 2006. Prior to his appointment, Mr. England served as Acting Deputy Secretary since May 13, 2005, while simultaneously serving as Secretary of the Navy. Mr. England actually held the post of Secretary of the Navy twice, from May 2001 to January 2003, then again beginning in September 2003. His intervening appointment was as the first Deputy Secretary of the Department

of Homeland Security. Prior to joining the Bush administration, Mr. England had a highly distinguished career in industry, culminating as the executive vice president of General Dynamics Corporation. Secretary England also has the distinction of serving the Department as a DoD senior executive service member. So, he understands executive leadership from many different perspectives. Based upon his personal experiences as a business executive and a DoD civilian executive, he identified fifteen important principles of leadership. These principles guide his leadership of our Department today, and they undoubtedly will have an enduring influence for many years to come. I would like to share a few with you, as they may be helpful in framing your discussions today. They are:

- Provide an environment for every person to excel
- Treat every person with dignity and respect—nobody is more important than anyone else

- Be forthright, honest and direct with every person and in every circumstance
- Improve effectiveness to gain efficiency
- Never stop learning—depth and breadth of knowledge are equally important
- Identify the critical problems that need solution for the organization to succeed
- Emphasize capability not organization

Finally, in a modern update to one of history's most stirring call to arms, the signal flags are flying & read, "Secretary England expects that every individual will do his duty."

Ladies and gentlemen, please join me in welcoming The Honorable Gordon England.





**Proposed Remarks for  
The Honorable Michael L. Dominquez  
Following Deputy Secretary of Defense Key Note Address**

Thank you, Mr. Secretary. We are ready to accept your challenge and think about how we increase our effectiveness as a civilian leadership corps to meet the Department's 21<sup>st</sup> century national security demands.

**Proposed Introduction Remarks  
For  
LERNES JAMES HEBERT  
COLONEL  
DEPUTY DIRECTOR, GENERAL, FLAG, & OFFICER MANAGEMENT**

For the military, the emphasis is on transforming our forces into a more agile, efficient, and expeditionary force able to meet future asymmetric challenges.

Colonel "Bear" Hebert, Deputy Director, General, Flag, and Officer Management, Office of the Deputy Under Secretary of Defense (Military Personnel Policy), Officer and Enlisted Personnel Management Directorate, is with us this morning to discuss the new paradigm, which emerges with a greater sense of urgency as a result of the 2006 Defense Quadrennial Review. It recognizes the importance of the Department's ability to adapt to different operating environments, develop new skills and rebalance its capabilities and human resources if it is to remain prepared to meet the challenges of an uncertain future. It addresses the need for greater coordination across Services and Components, expands the definition of "joint matters" and types of operational

partnerships, and describes a different workforce: "A mosaic not a melting pot" – not just a collection of Components but a coordinated constellation of capabilities."

To have an effective, integrated force we must understand how we all fit together. We believe you will need a general understanding of the military approach to effectively discuss the emerging role of the DoD civilian senior leadership.

Colonel "Bear" Hebert began his current tour in the Pentagon after graduating from National War College. Bear has served at virtually every level within the Air Force to include command tours at Iraklion Air Station, Crete, Greece and Cannon Air Force Base, New Mexico. Bear is responsible for the Department's efforts to expand and enhance the Joint Officer Management system put in place through the Goldwater-Nichols Act over two decades ago. His charge is to ensure that it remains viable well into the 21<sup>st</sup> century. It is this effort that he is here to discuss with you today. Please join me in welcoming Colonel Hebert.